

CHAPTER 1 — ORGANIZATIONAL STRUCTURE

ARTICLE 1 — ORGANIZATION

Revised September 8, 2003

11010.1 Policy

The Director of the California Department of Corrections (CDC) has established an organizational structure which provides for the efficient and effective management of all facets of the correctional system to include custody, care, treatment, discipline, training, and employment of all inmates and parolees.

11010.2 Purpose

This section outlines the administrative organization of the CDC.

11010.3 Chain Of Command

The Director has line authority over all employees.

The Chief Deputy Directors (CDD), Deputy Directors, and Assistant Directors have line authority over their respective divisions/units.

11010.4 Director's Cabinet

The following positions have been designated as members of the Director's Cabinet:

- CDD, Field Operations.
- CDD, Support Services.
- Deputy Director, Administrative Services Division (ASD).
- Deputy Director, Facilities Management Division (FMD).
- Deputy Director, Financial Services Division (FSD).
- Deputy Director, Health Care Services Division (HCSD).
- Deputy Director, Information Systems Division (ISD).
- Deputy Director, Institutions Division (ID).
- Deputy Director, Legal Affairs Division (LAD).
- Deputy Director, Parole and Community Services Division (P&CSD).
- Deputy Director, Policy and Evaluation Division (PED).
- General Manager, Prison Industry Authority (PIA).
- Special Assistant to the Director.
- Special Assistant to the CDD, Field Operations.
- Special Assistant to the CDD, Support Services.

11010.5 Executive Staff

The Director's executive staff includes members of the Cabinet and the following positions:

- Assistant Director, Communications.
- Assistant Director, Equal Employment Opportunity (EEO).
- Assistant Director, Law Enforcement and Investigations (LEIU).
- Assistant Director, Legislative Liaison.
- Assistant Director, Office of Investigative Services (OIS).

- Assistant Director, Office of Victim Services and Restitution (OVSR).
- Ombudsman.

11010.6 Director Of Corrections

The Director is the chief executive and administrator of CDC in the operation of its programs for the management and control of State correctional facilities and supervision of parolees. The Director is also chairman of the Prison Industry Board (PIB) and a member of the Board of Corrections. The two CDDs and the following functions report to the Director:

- EEO.
- LEIU.
- OIS.
- OVSR.
- Ombudsman's Office.

11010.7 EEO

The Assistant Director, EEO, serves as an advisor to the Director on policies and procedures for accomplishing the EEO mission in accordance with State and federal law. The EEO office mission is to create and maintain a working environment free of discrimination for all employees, volunteers, and applicants. CDC encourages and expects compliance with non-discrimination policies by all employees.

The EEO office serves all employees of the Department by providing information and assistance regarding discrimination, procedures for filing complaints, and developing and implementing non-discrimination policies. This office develops prevention strategies for a discrimination and retaliation free work environment, and facilitates mediation and case management of complaints filed with the U.S. EEO Commission and the California Department of Fair Employment and Housing. The EEO office provides technical assistance and training to EEO counselors, EEO coordinators, managers, and supervisors in complying with State and federal statutes, regulations, and departmental policy related to EEO and retaliation protection.

The EEO office coordinates the activities of the Disabled Advisory Committee, which serves as an advisory body to the Director, on issues impacting employment opportunities and equitable treatment for all employees, applicants, and volunteers with disabilities.

11010.8 LEIU

The LEIU is the liaison, consultant, and advising unit between CDC and law enforcement agencies, district attorneys (DAs), and courts in the control of violent crime and public protection. The LEIU conducts investigations of parolees involved in criminal activities, prison gangs, polygraph examinations, and the apprehension of prison escapees, and provides technical management assistance to investigative units in all facilities.

The unit standardizes and provides training for investigative employees at each facility by:

- Developing basic and advanced investigative training courses.
- Developing training courses for all employees on the preliminary aspects of an investigation.
- Providing direction and support for facility investigative units.

- Coordinating intra and interagency investigative operations.
- Establishing liaison and agreements (protocols) with other law enforcement and public agencies.

11010.9 OIS

The OIS conducts timely, objective, and thorough investigations into alleged employee misconduct. OIS staff are highly trained and may investigate workers' compensation fraud, discrimination complaints, sexual harassment, or conduct administrative and criminal investigations of use of force, officer involved shootings, and sexual assault. OIS investigators must be fair and impartial in their role as fact finders and do not make recommendations relative to any subsequent disciplinary action as a result of the investigation.

OIS conducts or oversees two categories of employee misconduct investigations:

- Category I – Performance related misconduct that falls within the normal scope of employee-supervisor duties, and does not pose a serious threat to the safety and security of the institutions and public. Investigative responsibility is assigned to the local hiring authority with oversight by OIS.
- Category II – Employee misconduct that is beyond the scope of normal employee-supervisor duties, including criminal activity both on and off the job. Also included are investigations regarding performance deficiencies which jeopardize safety/security, inappropriate activities which have a serious negative impact of the Department's credibility and ability to perform its mission, and misconduct by Department management and executive staff which jeopardizes the overall efficient and effective direction of resources and expenditures of funds.

11010.10 OVSR

The OVSR provides functional oversight in the area of victim services and restitution. The OVSR is responsible for the overall planning, development, coordination, implementation, and operation of these areas and ensures that victims are informed, heard, and involved in the criminal justice system. The OVSR is responsible for the overall coordination and operation of victim services and restitution activities throughout CDC. The scope of the activities related to this program includes, but is not limited to, the following:

- Improves treatment of victims at all levels of involvement with CDC.
- Provides training regarding the impact of crime on victims.
- Develops and implements programs in all facilities and parole regions for the collection and disbursement of restitution collected from offenders.
- Notifies victims.
- Facilitates fundraising to benefit victims of crime.
- Develops and disseminates victim services information.
- Involves victim service agencies in CDC's activities.
- Develops programs and trains inmates and staff in collaboration with local victim service agencies.
- Develops programs and trains staff on victimization.

- Assists and informs victims of crime in all facets of the correctional process.

11010.11 Ombudsman's Office

The Ombudsman's office assists the Director in identifying and resolving issues at the institutions relating to staff, inmates, inmate families, legislative bodies, special interest groups, and community-based organizations. This office also provides management advice and consultation on issues affecting the full range of departmental programs.

11010.12 PIB

The PIB oversees the operations of the PIA, functioning much like a corporate board of directors. The PIB sets general policy for PIA; appoints and monitors the performance of the PIA General Manager and industries; and approves the activation, expansion, or closure of existing enterprises.

The PIB serves as a public hearing body. It ensures that PIA operations are self-sufficient and have no substantial adverse effect upon private enterprise. The PIB actively solicits public input into the decisions it makes to expand existing or develop new industries.

See DOM, Chapter 1, Article 4, for further details.

11010.13 PIA

The PIA is administered separately from CDC and employs inmates in a variety of manufacturing, agricultural, and service enterprises located at various facilities. CDC employees oversee the security aspects of these industries. PIA hires all staff needed to administer industry programs.

PIA products and services include bedding (mattresses, mattress refurbishing, and pillows), clothing (safety, Nomex fire and specialty clothing, footwear, and gloves), detergents (disinfectants, janitorial supplies, utility cleaners), furniture (wood and metal), binding and conference portfolios, license plates, decals, flags, signs, custom metal and wood items and carts, refinishing and upholstery, ophthalmic and safety eyewear, dental laboratory services, food products (meat processing and coffee roasting), laundry, and printing.

See Department Operations Manual (DOM), Chapter 1, Article 4, for further details.

Note: PIA and PIB are administered separately from CDC, and are shown here for organizational purposes.

11010.14 CDD, Field Operations

The CDD, Field Operations, serves as advisor to the Director and shares with the CDD, Support Services, overall charge of CDC in the Director's absence. The CDD, Field Operations, supervises the following functions for all program and administrative purposes:

- HCSD.
- ID.
- P&CSD.

11010.15 HCSD

The HCSD is responsible for consistently providing quality health care to the inmate population within the custodial environment. Quality of care is defined as timely, appropriate, effective, and efficient health care provided within an accepted scope of services and consistent with community standards of care. The Deputy Director, HCSD, provides overall administrative direction for the program.

11010.15.1 Clinical Policy and Field Management Branch

Primary functions include:

- Planning and developing statewide clinical policies and programs.
- Assisting with implementation of policies and programs in the field.
- Administering the programs in the field based on policies and performance data.
- Evaluating the performance of programs and professional practices.

Based on these four functions, this branch is organized into two major Sections: Clinical Policy and Programs, and Field Management.

11010.15.1.1 Clinical Policy and Programs Section

This section consists of staff members who primarily work within one of three units in headquarters. The units include Clinical Standards and Services, Public Health and Prevention, and Clinical Programs Support.

Clinical Standards and Services Unit

Primary functions include:

- Planning and develops standards and structures for clinical operations, professional practice, and management of clinical quality and utilization including use of licensed beds, contract specialty services, and pharmaceutical drugs.
- Planning and developing the orientation, training and development program.
- Providing clinical services and consultations. Clinical operations include programs that span disciplines of public health, medicine, surgery, nursing, dentistry, mental health, and pharmacy.

Public Health and Prevention Unit

The primary function is to collaborate and coordinate with the Clinical Standards and Services and Clinical Programs Support units, and the Field Management Section to plan, develop, and evaluate key public health and prevention programs that focus on hepatitis C, and inmate-patient education and prevention services. In addition, this program will assist the Office of Environmental Health and Safety (OEHS), and the Academy, in projects and training activities that focus on reducing the risks of communicable diseases and occupational injuries.

Clinical Programs Support Unit

Primary functions include:

- Developing and maintaining clinical information systems that monitor and analyze data collected from several priority areas to ensure compliance with standards of care, program policies, and court mandates.
- Generating routine and ad hoc reports that assist in management decisions.

11010.15.1.2 Field Management Section

This section consists of staff members who primarily work within one of two units at regional and institutional sites. The units include the Quality Management Assistance Program and Regional Administration.

Quality Management Assistance Program Unit

Using two types of teams, the Quality Management Assistance Teams and the Utilization Management Assessment Teams, primary functions include:

- Facilitating implementation of statewide policies and programs.

- Providing appropriate orientation and training.
- Monitoring and improving system and staff performance.

The Utilization Management Assessment Teams consist of registered nurses who work in the institutions. The primary duties of the nurses include:

- Ensuring compliance with the Utilization and Pharmacy Management policies, procedures, and criteria.
- Identifying opportunities to improve quality and reduce waste.

Current priorities focus on the use of registries, licensed correctional beds, costly medications, and community contract services including emergency services, hospital beds, and requests for referrals for transplant evaluations.

Regional Administration Unit

The primary function of this unit is to administer and manage health care programs in the field based on statewide priorities, policies, and performance requirements. The Regional Administration Unit consists of three regions:

Northern Region:

- California Correctional Center (CCC).
- California Medical Facility (CMF).
- California State Prison, Sacramento (SAC).
- California State Prison, San Quentin (SQ).
- California State Prison, Solano (SOL).
- Deuel Vocational Institution (DVI).
- Folsom State Prison (FOL).
- High Desert State Prison (HDSP).
- Mule Creek State Prison (MCSP).
- Pelican Bay State Prison (PBSP).
- Sierra Conservation Center (SCC).

Central Region:

- Avenal State Prison (ASP).
- Central California Women's Facility (CCWF).
- California Men's Colony (CMC).
- California State Prison, Corcoran (COR).
- California Substance Abuse Treatment Facility and State Prison at Corcoran (SATF).
- Correctional Training Facility (CTF).
- North Kern State Prison (NKSP).
- Pleasant Valley State Prison (PVSP).
- Salinas Valley State Prison (SVSP).
- Valley State Prison for Women (VSPW).
- Wasco State Prison-Reception Center (WSP).

Southern Region:

- California Correctional Institution (CCI).
- California Institution for Men (CIM).
- California Institution for Women (CIW).
- California Rehabilitation Center (CRC).
- Calipatria State Prison (CAL).

- California State Prison, Los Angeles County (LAC).
- Centinela State Prison (CEN).
- Chuckawalla Valley State Prison (CVSP).
- Ironwood State Prison (ISP).
- Richard J. Donovan Correctional Facility at Rock Mountain (RJD).

11010.15.2 Resource Management and Administrative Support Branch

The primary functions include:

- Developing administrative processes and procedures to support clinical policies and programs at division headquarters and in the field.
- Developing and maintaining appropriate resource development and management procedures.
- Developing, coordinating, implementing, monitoring, and evaluating health care fiscal, quantitative, and programmatic data collection systems and processes to assist in program analysis and planning efforts.

Based on the functions listed above, this branch is organized into three major sections: the Fiscal and Business Management Section, the Licensing and Information Systems Section, and the Program and Policy Coordination Section.

11010.15.2.1 Fiscal and Business Management Section

This Section consists of administrative and analytical staff that primarily work in HCSD headquarters which includes four units: Contracts, Health Care Cost Utilization Program (HCCUP), Fiscal Management, and Capital Outlay.

Contracts Unit

The primary functions include:

- Developing and negotiating Master Health Care Contracts.
- Developing and implementing statewide contract policies and strategies.
- Evaluating and piloting managed care alternatives.
- Monitoring statewide contracts.

HCCUP Unit

The primary functions include:

- Developing, implementing, and maintaining automated statewide systems for health care cost accounting and reporting; census and discharge data collection and reporting; and reporting standardized information on statewide health care cost utilization that supports planning, budgeting, and management needs of HCSD.
- Developing patient profiles to assist HCSD management in anticipating trends for the purpose of developing future programs and resources requests.

Fiscal Management Unit

The primary functions include:

- Developing, implementing, and maintaining
- Consulting with Health Care Managers (HCMs) and participating in the training for HCMs and other health care staff on the systems processes, and reporting responsibilities inherent in budget management.
- Developing and preparing budget concept statements and budget change proposals, including statewide budget change proposals.

- Providing direction and support to field managers on trends that could affect their ability to maintain costs within allocated levels, and works closely with managers within the division and other divisions within the Department to develop staffing formulas and ratios.
- Establishing and maintaining reporting and monitoring systems and annual allocations.

Capital Outlay Unit

The primary functions of this unit are directing and coordinating the division's capital outlay and materials management processes.

11010.15.2.2 Licensing and Information Systems Section

This section consists of administrative and analytical staff that work in HCSD headquarters and include three units: Health Insurance Portability and Accountability Act (HIPAA) Compliance, Information Systems, and Licensing.

HIPAA Unit

The primary functions include:

- Researching, developing, and implementing standardized policies and procedures for the Department's HIPAA program areas.
- Identifying and assisting in the implementation of improvements in information processing to enhance efficiency and effectiveness of the Department's health care services.
- Coordinating the assessment and improvement of statewide systems.

Information Systems Unit

The primary functions include:

- Supporting computer and computer related equipment and printers used by HCSD staff.
- Coordinating with the ISD, ID, and other programs and agencies regarding health care information system activities and processes.
- Developing, implementing, and coordinating health care data collection and information processing procedures.

Licensing Unit

The primary functions include:

- Preparing new health care facilities for initial licensure.
- Assisting existing licensed health care facilities to maintain licensure.
- Assisting clinical staff to develop and implement policies and procedures, including new statutory and regulatory requirements.

11010.15.2.3 Program and Policy Coordination Section

This section consists of administrative and analytical staff that work in HCSD headquarters and include three units: Education, Training and Telemedicine, and Policy and Planning Coordination.

Education Unit

The primary function of this unit includes the coordination, planning, and provision of the educational programs of the Division, including the Inmate Peer Education Program and the Continuing Medical Education program.

Training and Telemedicine Unit

The primary functions include:

- Planning, organizing, developing, conducting, and evaluating health care training programs.
- Planning, development, and management of the telemedicine services program, including the development of service sites, development of policies and procedures to coordinate clinical services, selection and installation of appropriate telemedicine equipment, data collection, service monitoring, and evaluation.

Policy and Planning Coordination Unit

The primary functions include:

- Developing programs and administrative functions relating to the design and implementation of health care planning efforts.
- Coordinating the planning and policy research, analysis, and development between the units of the division.
- Analyzing health care statutory and regulatory changes and proposals.

11010.15.2.4 Personnel Section

This section consists of administrative and analytical staff whose primary functions include the development and maintenance of an effective division personnel program, and the oversight and processing of personnel transactions and procedures.

11010.16 ID

All responsibilities for the day-to-day operations of the institutional facilities and camps rest with this division, specifically with the Deputy Director, ID. Three Regional Administrators and an Assistant Deputy Director assist the Deputy Director in carrying out this responsibility.

11010.16.1 Northern Region

The Northern region has supervisory responsibility for the Wardens of the following facilities:

- CCC.
- CMF.
- SAC.
- SQ.
- SOL.
- DVI.
- FOL.
- HDSP.
- MCSP.
- PBSP.
- SCC.

NOTE: See DOM, Chapter 6, Article 15 for further details regarding each facility.

11010.16.1.1 Conservation Camp Operations

The overall leadership and guidance to the camps program is provided by the Wardens of the CCC, SCC, and other Wardens whose areas of responsibility include conservation camps. The statewide program is administered through camp liaisons. The liaisons provide support services necessary for the program, develop and monitor contracts with the California Department of Forestry and Fire Protection, and

the Los Angeles County Fire Department for the operation of 38 camps, and serve as the principal contact on camp program matters to other state, federal, or local government agencies, members of the legislature, special interest groups, and the general public.

Responsibilities include the regular statewide monitoring and evaluation of camp operations through the management survey process. Every other year the liaison reviews each camp to ensure it is operating in compliance with all appropriate laws, policies, procedures, and contract obligations. Camp liaisons are also responsible for implementing the statewide Camps Information Program to make the public more aware of the tax dollars saved by camp inmates through their project work, wildland fire fighting, and other emergency activities.

11010.16.2 Central Region

The Central region has supervisory responsibility for the Wardens of the following facilities:

- ASP.
- CMC.
- COR.
- SATF.
- CCWF.
- CTF.
- NKSP.
- PVSP.
- SVSP.
- VSPW.
- WSP.

Note: See DOM, Chapter 6, Article 15 Section 62110 for further details regarding each facility.

11010.16.3 Southern Region

In addition to serving as the liaison between CDC and the Narcotic Addict Evaluation Authority (NAEA), the Southern region has supervisory responsibility for the Wardens of the following facilities:

- CCI.
- CIM.
- CIW.
- CRC.
- LAC.
- CAL.
- CEN.
- CVSP.
- ISP.
- RJD.

NOTE: See DOM, Chapter 6, Article 15 for further details regarding each facility.

11010.16.4 Operations and Programs

Operations and Programs is responsible for policy and program formulation within the ID and ensures consistency and uniformity in their development and application. In this capacity, the Assistant Deputy Director has managerial responsibility for all headquarters-based administrative staff as follows:

11010.16.4.1 Institution Operations

Institution Operations, under the guidance of the Assistant Deputy Director, Operations and Programs, is responsible for the following operational units:

11010.16.4.1.1 Classification Services Unit (CSU)

The CSU:

- Develops, administers, and maintains CDC classification policies and procedures to ensure uniform diagnostic evaluations of State inmates.
- Enforces appropriate housing of inmates at the lowest level of custody consistent with the security of the institution and safety of staff, inmates, and the community.
- Endorses inmate transfer recommendations based on verification of specific inmate safety and security considerations, program eligibility and appropriateness, and CDC bed availability. Case factor reviews include an evaluation of the inmate's criminal history, street or prison gang affiliations, propensity for violence and/or escape, programming needs, work skills, medical and psychiatric needs, and reentry eligibility.
- Audits institutional classification practices and safeguards institutional compliance with CDC classification policy.
- Resolves conflicts and enforces standardized interpretation of CDC classification policies raised by institutions to either the chief of CSU or the Departmental Review Board (DRB), for a binding administrative decision.
- Presents ongoing training to institutional staff regarding due process rights, the inmate classification system, use of confidential information, inmate housing criteria, and documentation requirements.

The CSU includes the following sections and functions:

Population Management Section

- Analyzes and evaluates current and projected inmate population trends.
- Coordinates inmate movement and cost effective bed use.
- Establishes compliance criteria for reception center processing requirements and time frames.
- Monitors and coordinates inmate placement and full utilization of beds in minimum support facilities, camps, restitution centers, and community correctional reentry centers.
- Implements and maintains the County Delivery System, a computer-based system that identifies county delivery options based on expected processing times, projected intake, and geographical location.

Health Care Section

In coordination with the HCSD:

- Evaluates, endorses, and expedites transfers for medical treatment including special housing for pregnant, physically disabled (including those inmates confined to wheelchairs), and contagious/infectious inmates.
- Endorses and monitors inmates with ongoing psychiatric concerns including inmates recommended for Correctional Clinical Case Management Services,

Enhanced Outpatient Program, Mental Health Crisis Bed, and Department of Mental Health Inpatient Hospital Care.

- Evaluates and endorses transfers for inmates with developmental disabilities.
- Acts as liaison with the court, HCSD, institutions, and families concerning compassionate release requests and coordinates, verifies, prepares, reviews, and processes requests for the Director's approval.
- Conducts inquiries and responds to written correspondence from the general public, inmate families, legislators, advocacy groups, judges, and attorneys.

Special Projects Section

- Develops and clarifies components of the classification system.
- Researches and augments classification policies, regulations, and procedures.
- Coordinates efforts to ensure the California Code of Regulations (CCR), Title 15 and the DOM are current.
- Researches, analyzes, and generates administrative and informational bulletins, proposes and implements legislation, and responds to inquiries.
- Provides teletype approval for prerelease transfers and CYA dual jurisdictional cases.
- Prepares budget change proposals, composes memoranda and special reports to the Governor's Office, Youth and Adult Correctional Agency (YACA), and the Director.

Sexually Violent Predator (SVP) Unit

- Refers potential SVP cases to the Department of Mental Health (DMH) via the Board of Prison Terms (BPT) for clinical evaluations and potential referral for prosecution and a renewable two-year civil commitment.
- Coordinates with the BPT, DMH, P&CSD, Correctional Case Records Administration, CYA, and LAD to implement new laws and procedures (i.e., SVP Program).
- Acts as the liaison with city, county, State, and federal agencies.

Security Housing and Administrative Segregation Section

- Clarifies and standardizes CDC Administrative Segregation (AD SEG) and Security Housing Unit (SHU) policy and procedures.
- Audits AD SEG and SHU placement to ensure compliance with regulations.
- Establishes criteria for classification review of prison gang validations for determining Indeterminate SHU placement and/or retention.
- Serves as a liaison to the LEIU to monitor enemy activity, high notoriety cases, and protective housing unit placements.
- Oversees preparation, investigates, and provides an analysis of cases referred to the DRB.
- Coordinates the classification portion of the ID compliance reviews.

- Conducts AD SEG Unit Bed Utilization Reviews to maximize use of beds.
- Creates and maintains the Classification Services Representative (CSR) travel schedule to ensure adequate coverage for all institutions.

Minimum Custody Program and United States Immigration and Naturalization Service (USINS) Section

- Maintains the Enhanced Tracking System to identify, monitor, and coordinate inmate placement and full utilization of beds in Minimum Support Facilities, Camps, Restitution Centers, Community Correctional Facilities (CCF), Community Prisoner Mother Programs, and Community Correctional Reentry Centers (CCRC).
- Identifies and tracks foreign-born inmates in compliance with the USINS.
- Coordinates with the BPT to facilitate return of inmates to their country of citizenship in compliance with the Foreign Prisoner Transfer Treaty Program.
- Coordinates with the USINS to facilitate housing and deportation hearings by federal immigration judges for inmates with active detainees.
- Is the liaison with foreign consul concerning issues related to foreign-born inmates.
- Is the liaison with CCF administration concerning CCF issues.
- Is the liaison with P&CSD concerning CCRC and Restitution Center issues.

Training Section

- Plans, coordinates, and presents annual training to Classification & Parole Representatives (C&PRs), Reception Center Correctional Counselor (CC) IIIs, Assistant C&PRs, and other staff responsible for the classification process.
- Collects CSR audit reports and compiles information distributed in quarterly audit report summaries for the purpose of evaluating the classification processes.
- Plans, coordinates, and presents quarterly CSR training regarding classification process updates and changes to policy and procedure.
- Coordinates, presents, and tracks training for all headquarters CCII Specialists and training for CSU staff.
- Provides training for all CDC institutions/units/offices in various areas of the classification process, on request.
- Is the liaison with Correctional Peace Officer Standards and Training (CPOST) regarding classification issues and training.
- Plans, develops, and funds requests for CC I and CC II Supervisor Training Academies.

11010.16.4.1.2 Correctional Case Records Unit

- Administers and is responsible for planning and developing policies governing the CDC uniform case records system.
- Assumes responsibility and accountability for the accurate interpretation and application of laws, administrative standards, and court decisions related to

the processing, maintenance, and control of inmate and parolee records.

- Acts as administrative and technical advisor to CDC management on matters related to the records system and is the primary liaison with other governmental agencies, courts, legislators, and other persons on matters related to the records system.
- Reviews and revises DOM Chapter 7, Case Records Information.
- Conducts the records portion of the ID Annual Compliance Review.

The Correctional Case Records Unit includes the following sections and functions:

Legal Processing Unit

- Reviews legal documents on cases with sentencing discrepancies and communicates with the court, DA, and Office of the Attorney General (OAG) to resolve discrepancies.
- Functions as liaison between CDC and related city, county, and State agencies on matters concerning the application of sentence and parole laws.
- Acts as consultant/advisor to CDC staff, court offices, and other governmental agencies or authorized persons regarding CDC responsibility under pertinent laws and administrative standards, interpretations, and applications of laws and standards related to inmate receipt, sentencing, parole, and release.
- Functions as the hub for records related matters for inmates serving their prison terms in CYA facilities pursuant to Welfare and Institutions Code (W&IC) 1731.5c.

Identification/ Warrants Unit

- Operates 24-hours-a-day and provides inmate/parolee history, location, and commitment information to law enforcement agencies and other authorized persons.
- Maintains the CDC Warrants Register and central dispatch system for the BPT and NAEA warrants issued on parolees-at-large, and releasees-at-large, and places parole holds pursuant to Penal Code (PC), 3056, and/or W&IC 3151, for the P&CSD.
- Responds to telephone inquiries concerning felons/civil addicts that require non-confidential information.
- Receives and distributes incident reports.

Correctional Case Records Training Unit

- Analyzes training needs.
- Plans and develops training programs.
- Provides specialized, technical training to Case Records staff throughout CDC.
- Provides technical and practical assistance to Case Records staff to eliminate backlogs.
- Resolves legal and procedural problems.

Archives Unit

- Receives, processes, and maintains the records of all discharged felons for a period of 30 years from date of discharge.
- Processes requests for documents pursuant to PC 969(b), Proof of Prior Convictions.

- Processes requests for documents for discharged felons, social service agencies, CDC staff, and State and national law enforcement.

11010.16.4.1.3 Transportation Unit

- Coordinates the transfer of inmates throughout the State with CSU, ID, and P&CSD.
- Coordinates the transfer of parole violators, escapees, and Western Interstate Corrections Compact cases to and from other states.
- Compiles transportation needs information.
- Schedules and routes inmates between facilities, and to and from county jails.
- Maintains the CDC fleet of transportation vehicles.

11010.16.4.2 Institution Programs

Institution Programs, under the guidance of the Assistant Deputy Director, Operations and Programs, is responsible for the following program units:

11010.16.4.2.1 Program Support Unit (PSU)

The PSU has statewide responsibility for inmate population management within CDC. The PSU:

- Provides control, guidance, and assistance to institutions and other ID units on diverse budget, fiscal, security, operational, and personnel issues.
- Assists in securing authorized resources to implement necessary and approved programs.
- Conducts the security portion of compliance reviews.
- Coordinates the Budget Change Proposal (BCP) process within ID, including the review of all BCPs submitted by ID units as well as various institutions, and preparation of BCPs with departmentwide impact.
- Coordinates and develops departmentwide studies and administrative special projects related to population management and staffing needs.

11010.16.4.2.2 Institution Services Unit (ISU)

- Administers the statewide inmate Disability Placement Plan (DPP).
- Analyzes and coordinates the activities required by major litigation affecting CDC.
- Coordinates legislative proposals and bill analysis, chaptered law implementation, and modifications to the CCR, Title 15, Division 3 and the DOM.
- Prepares analyses, issues memos, and recommendations for divisional and departmental consideration on a variety of correctional issues, policies and practices.
- Prepares written responses to inquiries concerning correctional operations and practices received from elected officials, public, State agencies, inmates' families, and inmates.

The ISU is comprised of the two following sections:

Institution Standards And Operations Section (ISOS)

The ISOS develops, implements, administers, and monitors the DPP to ensure effective access to programs, services, and activities for disabled individuals incarcerated within CDC. ISOS provides DPP management and guidance to all institutions concerning placement, accommodation, and access issues related to disabled inmates. The Facility Captain, ISOS, serves as CDC's coordinator as mandated by Title II of the Americans with Disabilities Act.

Litigation Management Section

In coordination with the LAD, the Litigation Management Section:

- Provides litigation coordination for CDC in response to major litigation actions filed by or on behalf of inmates.
- Provides the focal point for the analysis, review, and interpretation of issues raised in legal suits and their applicability to correctional policy and practices.
- Prepares required court reports.
- Serves as litigation liaison for CDC to the affected institutions, divisions, house counsel, OAG, plaintiffs' attorneys, and inmates.
- Provides functional support to the institutional litigation coordinators.
- Coordinates the divisions activities related to reviewing, interpreting, and evaluating issues impacting correctional policies.
- Coordinates with the Regulation and Policy Management Branch (RPMB) for issues impacting Title 15 and DOM.
- Coordinates activities to develop legislative proposals.
- Provides assistance to field inquiries concerning policy issues.
- Maintains direct responsibility for the correctional visiting policy.

11010.16.4.2.3 Operational Review Unit (ORU)

The ORU formerly the Work Incentive Structured Prison Environment manages and administers several statewide programs that include Inmate Work/Training Incentive Program (IWTIP), Inmate Barbering/Sanitation, Recycling and Salvage Programs (RASP), and the Distributed Data Processing System (DDPS). The ORU:

- Conducts on-site operational evaluations to determine facility compliance with statutes, policies, and procedures as they relate to IWTIP, Inmate Barbering/Sanitation, and the RASP programs.
- Is responsible for the automated DDPS system as it relates to IWTIP and the activation/deactivation of inmate beds.
- Collects, monitors, and provides statewide statistical reports on inmate employment levels and RASP.
- Provides ongoing training that assists facilities in interpreting and implementing IWTIP, Inmate Barbering/Sanitation, and the RASP programs.
- Assists institutions in the implementation of the inmate job bank system.
- Reviews, revises, and establishes policy and procedures as they relate to IWTIP, Inmate Barbering/Sanitation, and RASP.
- Analyzes proposed legislation related to IWTIP, Inmate Barbering/Sanitation, and RASP.

The ORU is also responsible for correctional disciplinary policy, the incident reporting process, and drug interdiction which includes:

- Developing, implementing, coordinating, and managing the departmental compliance review process.

- Developing and maintaining Statewide CDC Crime/Incident Report (CDC 837) databases of all reportable incidents, drug related incidents, and inmate urinalysis testing reported by the institutions.
- Responding to requests from management and others for statistical data regarding incident reporting, inmate urinalysis testing, and drug interdiction efforts.
- Proposing, revising, and conducting analysis of DOM, Administrative Bulletins, and CCR language relating to inmate drug interdiction and discipline.
- Acting as the ID liaison for inmate disciplinary issues, inmate urinalysis testing, and drug interdiction efforts.
- Compiling data for the monthly summary report of Rules Violation Reports (CDC Form 115) from institutions.
- Providing on-site disciplinary training of correctional staff, and Senior Hearing Officer training at the Correctional Training Center (CTC).

11010.16.4.2.4 Emergency Operations Unit (EOU)

The EOU provides program oversight, training development and policy development with regards to emergency management issues, less lethal weapons, firearms, and other security matters. In addition, EOU serves as the liaison with the State Office of Emergency Services for law enforcement mutual aid.

11010.16.4.3 Education/ Inmate Programs

The Education and Inmate Programs Unit (EIPU) administers CDC policies and procedures governing:

- Academic education.
- Funding allocations.
- Curriculum development of basic literacy instruction.
- High school courses and/or equivalency programs.
- Vocational education.
- Funding allocations.
- Curriculum development of basic entry level to advanced skills in a wide variety of vocational programs.
- Recreation/physical education programs.
- Institutional recreation programs.
- Physical fitness and physical fitness training in those institutions responsible for providing inmate firefighters.
- Inmate libraries and law libraries.
- Funding allocations for general libraries as well as the contents of the general collection.
- Guidelines for law library access and materials that meet court requirements.
- Apprenticeship programs - For qualified inmates in vocational education allowing the opportunity to use on-the-job training and related classroom instruction to increase skill level in a trade area.
- Pre-release programs - Voluntary program offered to inmates emphasizing employability skills, communication skills, money management skills, community resources, and parole resources.

- Federal Education Grants - Grant funds are allocated to specific education programs in accordance with State Administrative Manual (SAM), the United States Department of Education guidance, and the California State Department of Education State Plan.

The EIPU assists in the development of education programs for new prisons and for special projects within the above fields.

11010.16.5 Office of Community Resources (OCR)

The OCR includes two units: the Community Resource Unit (CRU) which provides policy to field Community Resources Managers (CRMs) in the areas of community services, religious programming, volunteers, donations, and Citizen Advisory Committees (CAC); and the Women and Children's Services Unit (WCSU) which operates and oversees the prisoner mother programs, which are community based programs for female substance abusing inmates and their children six years of age and younger.

CRU

In conjunction with facility CRMs and headquarters operations, CRU works proactively with volunteer organizations, law enforcement agencies, schools, universities, corporations, and various other agencies, to build a positive working relationship between CDC and the community. The CRU promotes the provision of services and CDC involvement with local communities in the following areas:

- Community Service - Through the CRMs in each facility and through its responsibility for policy regarding the CAC, OCR promotes and guides the Department's efforts to assist communities using inmate labor and departmental facilities.
- Religious Programming - Working through the CRMs, Chaplains, and the statewide Chaplains' Coordinating Committee, this unit administers, interprets, and formulates religious policy and procedures; acts as liaison between CDC and major national, State, and local religious organizations; reviews chaplain selections prior to appointment; and advises on the conduct of religious programs and in-service training for chaplains.
- Service Contracts - Special programs administered by CRU include support services for inmates/families provided through two service contracts that are awarded to nonprofit organizations through a competitive bid process. These contracts are as follows:
 - Visitor Center Program which provides prison visitor services and establishes visitor centers at all State prisons with an inmate population of more than 300 inmates. Each visitor center provides assistance to visitors with transportation between public transit terminals and prisons, child care for visitors' children, emergency clothing, information on visiting regulations and processes, referrals to other agencies and services, and a sheltered area outside of the security perimeter for visitors who are waiting before or after visits.
 - Prison Representative Programs which provides non-departmental personnel in correctional institutions to increase communication and visits between inmates and their families, increase contacts between institutional staff and families of inmates, locates lost relatives, and

reduces anxiety regarding families and/or personal problems. The contract staff provide counseling, reentry, employment, or educational services. In emergencies, contract staff facilitate legal services, food, clothing, transportation, and lodging for inmate families.

- Volunteers - OCR formulates and administers policies and procedures for volunteer activity by the community and staff. Data is collected for statistical reports and dissemination.
- Donations - OCR facilitates, authorizes, and screens thousands of dollars worth of material and services donated yearly by individuals and businesses located throughout the State.

WCSU

The WCSU oversees and operates the Community Prisoner Mother Program (CPMP) and the Family Foundations Program (FFP). These programs are mandated by PC 3411 and 1174, respectively. Both programs house and provide services critical to parole success to female substance abusing inmates and their children six years of age and younger. CPMP inmates are referred from the institutions, while FFP inmates are referred from the courts as an alternative to prison.

11010.16.6 Office of Substance Abuse Programs (OSAP)

The OSAP serves as the centralized point of substance abuse treatment and recovery program development, management, coordination, and program fund administration. The OSAP:

- Develops CDC standards for substance abuse treatment and recovery programs to ensure that offenders housed within CDC facilities and those supervised within the community receive consistent, quality programs likely to impact the drug use and crime continuum.
- Develops new and innovative pilot substance abuse and recovery programs in CDC facilities and community settings.
- Monitors program implementation and audits program operation.
- Drafts regulations pertinent to the operation of substance abuse programs to ensure consistent program development.
- Provides grant management for substance abuse-related grant projects, and seeks potential grant sources which may provide assistance in furthering CDC's programs.
- Establishes a strategic plan to address offender needs for treatment and recovery services.
- Assesses strategic plan progress.
- Assesses the status of the delivery of program services to CDC's offender population.
- Manages the Joint Venture Program (JVP) pursuant to the 1990 Inmate Labor Initiative.

JVP

The JVP was established by the Prison Inmate Labor Initiative of 1990. The JVP, as authorized by Government Code (GC), PC, and Revenue and Taxation Code, and enables the Director to enter into contracts with public entities, nonprofit or for-profit organizations, or businesses for the purpose of establishing employment projects using inmate labor.

The Chief, OSAP, is responsible for ensuring that CDC complies with the mandates of the Prison Inmate Labor Initiative. The initiative states that inmates who are confined in State prisons or county jails should work as hard as the taxpayers who provide for their upkeep, and that these inmates may be required to perform work and services in order to accomplish the following:

- Reimbursement to the State or counties for a portion of the costs associated with their incarceration.
- Restitution and compensation to the victims of crime.
- Encourage and maintain safety in prison and jail operations.
- Support their families to the extent possible.
- Learn skills which may be used upon their return to society.
- Assist in their own rehabilitation in order to become responsible, law-abiding citizens upon their release.

To approve a JVP project, the CDC shall give priority consideration to employers committed to retaining or reclaiming jobs in California or those in emerging California industries which will create additional new jobs. See DOM, Chapter 5, Article 40 for further details.

11010.16.7 Community Correctional Facilities (CCF) Administration

The CCF Administration Section oversees the statewide coordination and support of CCF programs including:

- Establishing and administering State-operated and contracted CCFs.
- Developing and processing contracts for CCF programs.
- Identifying and coordinating transportation needs.
- Evaluating, monitoring, and auditing CCF programs to ensure compliance with CDC policies and procedures and contract requirements.
- Providing and maintaining operational integrity of CCF programs/facilities and community relations.
- Providing administrative support to parole regions and resolving problems between parole regions and facilities.

11010.17 P&CSD

The P&CSD provides supervision and services for individuals on parole or outpatient status following their terms in State prison. In addition, P&CSD administers community-based correctional center programs.

11010.17.1 Field Operations

Field Operations is organized into four Regions. Each Region is supervised by a Regional Parole Administrator (RPA). The regional offices administer more than 182 unit offices and 4 parole outpatient clinics (POCs) located throughout the State.

Region I

Includes the entire central valley from Kern County (south) to Siskiyou County (north) to the Oregon border, and oversees the Interstate Compact Agreement Unit.

Region II

Includes San Francisco, the north coast from Monterey County to the Oregon border, and the south coastal counties to Ventura and San Luis Obispo Counties.

Region III

Includes Los Angeles County.

Region IV

Includes the San Diego area, extending north to San Bernardino County and oversees the Civil Addict Legal Program Unit.

11010.17.2 Parole Operations Unit (POU)

POU is responsible for training, peer audits, and rehabilitation services. The Parole Operations Unit serves as a liaison with the BPT, law enforcement agencies, and other divisions and departments; supports legislative bill analysis; develops parole policies and procedures; and special projects related to substance abuse treatment control, POCs, and asset forfeiture. Additionally, this unit monitors compliance with existing policies and procedures. It maintains liaison with information systems units; collects and analyzes information from field operations (arrest data, holds, continue-on-parole actions, violations, etc.); coordinates American Correctional Association accreditation; and addresses parolee/inmate appeals, grievances, and correspondence.

11010.17.2.2 POCs

The POCs operate a Mental Health Services Continuum Program (MHSCP) for parolees who were receiving mental health treatment while incarcerated. The MHSCP seeks to reduce recidivism and improve public safety by providing timely, cost-effective mental health services to reduce the symptoms of mental illness among parolees and optimize their level of individual functioning in the community. The MHSCP provides pre-release needs assessment, benefits eligibility, and application assistance to paroling mentally ill inmates. POCs provide additional services to parolees that include initial mental health evaluations, individual and group therapy, medication management, and referrals to community agencies. POCs are housed in various parole units throughout the State with a headquarters located in each parole region (Sacramento, Oakland, Los Angeles, and Diamond Bar) administratively reporting to the RPA.

11010.17.2.2 Program Development Unit

The Program Development Unit develops, implements, and oversees the Preventing Parolee Crime Program and other parolee programs. Program components are designed to address the major barriers to parolee success (i.e., unemployment, substance abuse, illiteracy, and homelessness) and help parole agents manage at-risk parolees more effectively. Program goals are to reduce the recidivism rate, increase public protection, and make parolees productive, tax paying members of society. Program components include:

Job Placement Programs

- Offender Employment Continuum.
- Employment Development Department Job Specialists.
- Substance Abuse Treatment.
- Substance Abuse Treatment and Recovery Program.
- Parolee Services Network.
- Controlled Substances Urinalysis Testing.
- Computerized Literacy Learning Centers.
- Residential Multi-Service Centers.

11010.17.3 Administrative Support Unit

The Administrative Support Unit coordinates support services to the field including:

- Automation and fiscal support.
- Personnel.
- Procurement.
- Telecommunications.
- Business services.
- Contract review and analysis.

11010.17.4 Parole Automation Support Unit (PAS)

The PAS unit is the liaison between P&CSD, ISD, and external law enforcement users of parolee information. PAS provides the benefits of several databases to ensure timeliness, accuracy, and availability of parolee information. The databases include:

- Interim Parolee Tracking System.
- Revocation Scheduling and Tracking System.
- Parole Law Enforcement Automated Data Systems.
- Statewide Parolee Database, master database.

11010.17.5 Civil Addict Legal Processing Unit

The Civil Addict Legal Processing Unit conducts hearings for civil addicts to determine if they have violated conditions of their outpatient/civil addict parole status. This program reports directly to the RPA, Region IV.

11010.17.6 Interstate Compact Agreement Unit

The Interstate Compact Agreement Unit at Region I, headquarters, coordinates functions of the Interstate Compact Agreement and reports to the RPA, Region I.

11010.18 CDD, Support Services

The CDD, Support Services, serves as advisor to the Director and shares with the CDD, Field Operations, overall charge of CDC in the Director's absence.

The CDD, Support Services, supervises the following functions for all program and administrative purposes:

- ASD.
- Communications.
- FMD.
- FSD.
- ISD.
- LAD.
- Legislative Liaison Office (LLO).
- PED.

11010.19 ASD

The ASD has statewide administrative responsibility for the following:

- Human service functions in the areas of health and safety, personnel, labor relations, and training.
- Recruiting, testing, and appointing peace officers and medical staff.
- Conducting background investigations, processing employees' fingerprints, and subsequent arrest notifications.
- Supporting CDC's business affairs in the areas of procurement and contracting to ensure that overall departmental objectives are met.

- Providing advocacy and overseeing the Small Business (SB) and Disabled Veterans Business Enterprise (DVBE) Programs.

11010.19.1 OEHS

The OEHS functions to provide all CDC employees with a safe and healthy working environment by providing consultive and technical support, as well as, policy development services to management and staff in the areas of occupational safety, staff substance abuse testing, and workers' compensation (WC). The OEHS units supporting this function include: the Occupational and Environmental Compliance Unit (O&ECU), Staff Substance Abuse Testing Unit (SSATU), Workers' Compensation Unit (WCU), and the Disability Assessment and Support Unit (DASU), which has responsibility for the Workers' Compensation Suspicious Activity Program/Early Intervention (WCSAP/EI) programs.

O&ECU

The O&ECU provides consultive and support services to management/staff of the institutions, parole regions, and camps as well as other State departments in the following areas: safety/injury and illness prevention programs, workplace violence, ergonomics, emergency evacuation plans, respiratory/personal protection equipment, employee assistance and post trauma programs, environmental compliance, and the Governor's safety awards program.

SSATU

The SSATU ensures CDC is in compliance with program implementation and provides administrative oversight of the following distinct employee substance abuse testing programs:

- Safety sensitive employees who are required to possess and maintain a commercial drivers license.
- Employees in designated sensitive positions when there is reasonable suspicion to believe they are under the influence while at work or on standby.
- Bargaining Unit 6 random substance abuse testing program (for newly hired employees or newly reinstated employees who had a break in service of more than 12 months).
- Excluded and exempt peace officers.

WCU

The WCU has direct responsibility for managing the Department's WC program. The unit performs the following functions:

- Formulates strategies for controlling WC costs.
- Develops policies and provides consultive support for WC and Return-to-Work (RTW) issues.
- Provides administrative oversight and liaison services to institutions' RTW Coordinators.
- Manages sensitive WC cases.
- As a current pilot program, reviews and provides settlement approval for WC cases that meet certain guidelines.

DASU

The DASU provides policy development and consultive support in the following areas: Americans with Disabilities Act, Fair Employment and Housing Act, Medical Personnel Actions, WC and RTW issues, the WCSAP, and EI programs. For WC and RTW issues, the DASU has direct responsibility for ASD, Headquarters, P&CSD Region I, the CTC, and provides administrative oversight and liaison

services to P&CSD RTW Coordinators. The WCSAP monitors WC claims for abuse and possible fraudulent activity, and also markets, trains, educates, and provides information to management and employees on the consequences of obtaining benefits fraudulently. The EI program provides benefit counseling and medical treatment to employees with qualifying industrial injuries. The intention of the EI program is to reduce all costs associated with the delivery of WC benefits, in balance with the need to ensure timely and adequate benefits to the injured worker. The DASU also assists the institutions and the P&CSD in the selection of independent vendors to provide EI services.

11010.19.2 Office of Personnel Management (OPM)

The OPM is responsible for establishing CDC personnel policies and ensures that all personnel actions and examinations are conducted in compliance with applicable control agency laws, rules, policies, and procedures. The OPM provides the technical personnel assistance to managers and supervisors throughout the CDC. It also reviews and approves classification requests and personnel actions; reviews proposed adverse personnel actions; and conducts periodic audits of all personnel actions throughout CDC. The OPM is responsible for administering payroll and personnel programs, including benefits, and for managing a number of automated personnel systems for CDC including the Watch Office Tracking System and the Personnel Post Assignment System. OPM is also responsible for all employee placement actions in CDC and serves as the primary liaison with SPB and Department of Personnel Administration (DPA).

11010.19.2.1 Personnel Operations

Personnel Operations is divided into two service functions: Personnel Operations Section (Field) and Personnel Operations Section (Central Office and Parole).

The Personnel Operations Sections provide managers and supervisors with technical personnel management advice concerning selection, classification, and compensation as well as merit issues. As an extension of the DPA and SPB, section staff ensures that appointments and assigned duties meet all legal and classification requirements. Additionally, these sections are responsible for maintenance and revision of CDC's classification plan. In this capacity, staff develops proposals for control agency approval regarding new/revised classification and special salary actions such as recruitment and retention differentials. The section staff are responsible for reviewing proposed adverse personnel actions to determine compliance with SPB standards and providing consultation to management on adverse personnel action procedures and processes. The staff also provide guidance, direction, and training to institution personnel offices and headquarters' liaison staff on delegated matters.

11010.19.2.2 Personnel Liaison Unit (PLU)

The PLU has several major functions and serves as the CDC "clearinghouse" for all issues related to the Fair Labor Standards Act (FLSA), the federal Family and Medical Leave Act (FMLA), the California Family Rights Act and other various leave entitlements (collectively referred to herein as the FMLA). Responsibilities include research, development, and negotiation of resolutions to employee complaints filed with the Department of Labor or other outside agencies, FLSA/FMLA-related lawsuits, and FLSA/FMLA-related grievances. The PLU coordinates the efforts of control agencies and CDC budget and accounting staff, to ensure the accurate and timely processing of settlement payments; responds to FLSA/FMLA inquiries from institutions, headquarters and the control agencies; and provides FLSA/FMLA training for supervisors and managers.

The PLU is responsible for complex salary determinations; provides training to headquarters and institution personnel staff on salary determinations; and administers implementation of new salary-related programs. The PLU also provides technical personnel support during collective bargaining and provides ongoing support to management; CDC's labor relations staff, and institution personnel staff on personnel-related collective bargaining issues.

The PLU works with the institutional and headquarters personnel officers to improve efficiency and effectiveness of personnel operations through the development of tools and standardized resources necessary to enable personnel staff to function consistently throughout CDC and administers several statewide programs (e.g., Conflict of Interest, Supervisory Bonus Awards, Incompatible Activities, etc).

11010.19.2.3 Personnel Examining Section (PES)

The PES administers CDC's civil service examining program on behalf of SPB under the decentralized selection program. PES services are divided into two testing program areas: Central Testing Unit (CTU) and Regional Testing Liaison Unit (RTLNU).

CTU

The CTU conducts both promotional and open examinations for service-wide classes and classes unique to CDC; provides consultation and technical assistance to CDC managers, supervisors, staff, and the public upon request; interprets and applies civil service merit system laws, rules, policies and procedures; and CDC policies, procedures, and processes related to personnel examining.

RTLNU

The RTLNU manages CDC's statewide-delegated testing program. Under this program, the Local Testing Offices (LTOs) administer examinations on a local basis. The LTOs include the facilities, ASD, New Prison Activation Unit, and CTC. The RTLNU provides LTOs with training, consultation, technical assistance, and oversight to ensure compliance with the civil service merit system's laws, rules, policies, and procedures. In addition, the RTLNU provides LTOs with explicit written materials necessary to administer examinations.

11010.19.2.4 Personnel Services Section (PSS)

The PSS administers the payroll and personnel programs for headquarters' and P&CSD staff. These programs include position control, employee benefits, and workers' compensation. The PSS also provides certification of eligibility lists for headquarters and P&CSD.

11010.19.2.5 Personnel Automation Section (PAS)

The PAS develops, implements, maintains, and provides training for custody time and post assignments systems. These automated systems document attendance, position control, post assignments, and produce management reports. The PAS provides State Controller's Office (SCO) Management Information Retrieval System reports, and serves as a liaison with SCO, headquarters units, and other public and private agencies regarding automated personnel systems.

11010.19.3 Office of Labor Relations

The Office of Labor Relations is responsible for establishing policies, and planning, organizing, developing, monitoring, and administering positive and effective labor-management relationships and services among CDC, its employees, and recognized employee organizations, thereby ensuring the delivery of CDC services to the public with minimum

disruption. This is accomplished because the Office of Labor Relations:

- Represents management in all areas of labor-management relations, including contract negotiations and administration, statewide and local meeting and conferring, and in handling employee grievances and complaints.
- Establishes policies and procedures related to labor-management relations.
- Provides all levels of management with accurate interpretations of applicable policies, rules, laws, and contract provisions.
- Provides staff support and consultation services to all levels of management regarding rights and responsibilities under the Ralph C. Dills Act and the labor contracts.
- Implements the collective bargaining law for all covered employees and the excluded employees bill of rights.
- Provides a resource for negotiating labor contracts under the Ralph C. Dills Act.
- Provides training and advice on labor relations issues.

11010.19.4 Office of Departmental Training (ODT)

The ODT is responsible for developing and delivering training programs in support of the CDC and its staff. The ODT is also responsible for the overall management of the Department training program and ensuring that the Department's training goals and objectives are met. The ODT carries out these responsibilities through the Training Academies Section, the Training Development and Support Section (TDSS), and the Business Support Section (BSS). The Training Academies and the BSS are located at the Richard A. McGee CTC.

11010.19.4.1 Training Academies Section

The Training Academies Section is responsible for the administration and oversight of the Basic Correctional Officer Academy (BCOA); the academies for Correctional Sergeants and Correctional Lieutenants; basic and advanced supervision training; management training; PC 832 training; and special instructor training programs.

TDSS

The TDSS consists of the Training Technology Services; Curriculum Development; and Training Planning and Field Support units. The TDSS is responsible for integrating technology training and adapting new automation technology into departmental training programs, evaluating departmental training courses, developing lesson plans and curriculum for CDC training programs and academies, serving as the liaison with the Curriculum Review Committee of the CPOST, and providing functional direction and technical support to institution in-service training offices.

BSS

The BSS is comprised of the Food Services, Plant Operations, Personnel Services, Procurement Services and Technical Services units. The BSS is responsible for the preparation of cadet meals and the overall maintenance, repair, and upkeep of the CTC. In addition, the BSS is responsible for the administration and oversight of the Department's Badge Program.

11010.19.5 Selection and Standards Branch (SSB)

The SSB is responsible for recruitment of both peace officers and health care professionals for all institutions and assuring

that all individuals appointed as peace officers in CDC meet the legal requirements for appointment and are suitable for the responsibilities and authority conferred upon peace officers. The SSB accomplishes this by administering the examinations for entry-level peace officer classifications, conducting background investigations and pre-employment medical examinations for all new appointments to peace officer positions, and establishing qualification and suitability standards for appointment as a peace officer in CDC. The SSB is responsible for making the initial appointment of all Correctional Officers (CO) and Medical Technical Assistants (MTA) to fill the staffing needs of the institutions. It is also responsible for providing service to CDC hiring authorities via the Individual Service Request process to facilitate the appointment of peace officers. SSB also conducts background investigations on appointees to selected case records series classifications. (See DOM, Chapter 3, Article 16.)

Selection Centers

Selection Centers in northern, central, and southern California are responsible for administering the various testing components of the CO, MTA, CC I, and Parole Agent (PA) I examinations and for conducting all background investigations required by law or CDC policy. The selection centers are the primary service providers in SSB to the various CDC hiring authorities wanting to make peace officer appointments. The selection centers are located in Sacramento, Fresno, and Rancho Cucamonga.

Standards and Appointments Section (SAS)

The SAS is responsible for planning, recommending test standards, and developing testing material to be used in entry-level peace officer examinations. The SAS also conducts validation studies to improve peace officer selection and training standards, and recommends policies and procedures related to the appointment and retention of CDC peace officers. The SAS administers the pre-employment medical process for all peace officer appointments and makes all appointments to the BCOA from the CO eligible list. The SAS also administers the MTA examination and appointment process.

Selection Support Section (SSS)

The SSS provides administrative support to the selection centers and SAS to assist them in processing applicants through the various selection procedures. The SSS is responsible for managing the information system used to track and process applicants, generating reports regarding the status of various examination and selection components, providing on site support to staff using SSB local and wide area networks, coordinating information transfers between SSB and the SPB to establish certification lists for CCI and PAI, and serving as SSB liaison with the ISB. SSS handles the processing of mass mailing to applicants and the mass processing of various machine readable examination documents used by SSB.

Health Care Recruitment Unit

The Health Care Recruitment Unit is committed to recruiting high-quality medical professionals for staffing at facilities in accordance with the Department's mission of delivering a balance of quality and cost-effective health care in a safe, secure correctional setting.

Peace Officer Recruitment Unit (PORU)

The PORU is committed to recruiting entry level peace officers for staffing at facilities. The hard-to-fill categories of CO and MTA are the focus of PORU.

11010.19.6 Business Management Branch

The Business Management Branch consists of three support services sections that include: Business and Support Services Section, Facility Leasing and Maintenance Section, and Food Services Section.

Business and Support Services Section

The Business and Support Services Section provides support services in the following areas as well as coordination with control agencies for CDC:

- Procurement of commodities.
- Oversees statewide implementation of policies, procedures, and practices.
- Departmentwide consolidated procurements.
- Materials management program.
- Centralized procurement of PIA and canteen product for the institutions.
- Cal-Buy program.
- Cal-Card program.
- Recycle Program.
- Property management.
- Records management.
- Warehousing and supply services.
- Mail services.
- Correspondence control services.
- Departmental general information telephone line.
- Reproduction services.

Facility Leasing and Maintenance Section

The Facility Leasing and Maintenance Section provides services for CDC's administrative and parole offices as well as modular units on institution grounds in the following areas:

- Coordination with control agencies.
- Acquisition of office sites.
- Building management/maintenance/alterations.
- Space planning.
- Lease management.
- Telecommunications/cellular telephones.
- Building security.
- Central office telephone directory.

Food Services Section

The Food Services Section develops, administers, and monitors the feeding program for all institutions (utilizing the Department's standardized menu); reviews and approves food service needs for existing prisons; coordinates with PIA regarding food programs and products; provides training for food service staff in the institutions to maintain industry standards and compliance in food preparation, storage, and safe handling; participates in committee meetings that develops the policies and processes that impact the health and safety of the inmates (i.e. Food Borne Illness); works with HCSD and ID in developing food programs that address the medical/religious concerns of the inmate population; and assists the FMD on issues relating to new prison construction.

11010.19.7 Office of Contract Services (OCS)

The OCS has statewide responsibility for the administration of all contract activities to ensure that all CDC contracts and agreements are executed in compliance with State laws and regulations. The OCS consists of four sections which include: Construction Contracts and Bid Packages Section (CC&BPS); Institution Medical Contracts Section (IMCS); Institution Service Contracts Section (ISCS), Service Contracts Section (SCS); and two branch support units: Automation Support Unit and Special Projects/Policy Unit.

CC&BPS

The CC&BPS coordinates all aspects of new prison construction contracts that include: advertising, bidding, awarding, preparing, and processing contract documents through the OAG. The CC&BPS is responsible for facilitating the contracting process for the Inmate Day Labor (IDL) program, the energy management program and various public works projects for CDC's institutions and other State owned facilities.

The CC&BPS prepares and processes a wide variety of new prison construction related contractual agreements for areas such as: architectural and engineering, construction testing, surveying, and inspection; and construction and program management services. Additionally, the CC&BPS processes stop notices, escrow agreements, easements, property transfer grants, and rights-of-entry relating to construction sites.

IMCS

The IMCS is responsible for all aspects of institution inmate medical service contracts exceeding \$5,000. The IMCS also has statewide responsibility for preparing and processing all inmate medical service contracts, such as, but not limited to, physicians, various registries, hospitals, medical groups, and any other inmate medical services requested by the institutions. Responsibilities include advertising, bidding, awarding, and preparing and processing the original or amended contract documents for approval by Department of General Services (DGS) or OCS under the Department's delegated authority. The IMCS processes medical service contracts on an individual, statewide, regional, or multiple institution basis. The IMCS works closely with the HCSD and institution Chief Medical Officers/HCMs regarding medical contract issues.

ISCS

The ISCS is responsible for all aspects of institution service contracts exceeding \$5,000, and has statewide responsibility for preparing and processing all non-medical contracts requested by CDC institutions. Responsibilities include advertising, bidding, awarding, preparing, and processing the original or amended service contract documents for approval by the DGS or OCS under the Department's delegated authority. The ISCS processes service contracts on an individual, statewide, regional, or multiple institution basis.

SCS

The SCS coordinates all aspects of service contracts for headquarters and P&CSD. Responsibilities include advertising, bidding, awarding, preparing, and processing the original or amended contract documents for approval by the DGS or OCS under the Department's delegated authority.

11010.19.8 SB/DVBE Program Advocacy

The ASD functions as the departmental advocate for SB and DVBE by developing, implementing and monitoring policies and procedures that are used statewide to achieve SB/DVBE participation goals in contracting and procurement. The ASD coordinates and monitors departmental efforts on a statewide basis and submits mandated reports on CDC's participation

levels and action plan to achieve SB/DVBE participation goals.

11010.20 Communications Office

The Communications Office:

- Acts as a liaison for the Department and several of its constituencies and maintains direct contacts with local, State, national, and international print and broadcast media.
- Provides functional supervision, training, and guidance to headquarters, facilities, and parole regions on public and community relations issues.
- Prepares and distributes brochures, videotapes, and informational materials to legislators, the media, and the general public.
- Prepares and distributes printed and videotaped training materials for headquarters, facilities, and parole regions.
- Coordinates and plans the annual Medal of Valor Awards ceremony.
- Oversees the publishing of the Department's official newsletter quarterly.
- Responds to information requests under the Public Records Act and Information Practices Act; prepares talking points for executive and division staff; and compiles the daily report.
- Reviews the content of the Department's website to ensure consistency with departmental policy, and oversees the Department's death row database to provide monthly reports.
- Develops, manages, implements, and evaluates the Department's public information, motion picture, radio and television, and community relations policies.
- Works closely with media representatives to visit the Department's institutions and facilities including conservations camps, community prisoner-mother, and community correctional facilities.
- Encourages print and other broadcast media to tour and write stories about CDC programs, activities, staff, and inmates.

11010.21 FMD

The FMD has responsibility for telecommunication planning and management, all capital outlay planning, and managing the construction, renovation, and maintenance of facilities. The FMD has five branches:

- Facility Planning and Finance Branch.
- Project Development and Management Branch (PDMB).
- Day Labor and Professional Services Branch.
- Security Operations and Maintenance Branch (SOMB).
- Telecommunications Branch.

11010.21.1 Facility Planning and Finance Branch

The Facility Planning and Finance Branch administers a broad scope of planning, financial management, contract management, and administrative support functions for prison construction, and the Major/Minor Capital Outlay, Special Repair, and Energy Management Programs. These responsibilities include preparation of an annual five-year facilities master plan for new prison and capital outlay

programs; bond management for a \$5 billion construction program; development of the Department's capital outlay program for the Governor's budget; management of the consultant/construction contracting and payment processes; and supports the analysis of legislation affecting any programs of the Division. The branch is also responsible for energy management programs, and compliance with the California Environmental Quality Act for new prison construction, prison expansion, and other construction or remodeling projects.

11010.21.1.1 Financial and Project Support Section

The Financial and Project Support Section:

- Develops and administers the Department's five-year Infrastructure Plan.
- Budgets and financially manages the capital outlay appropriations, interim loans, and bond proceeds.
- Administers contracts for capital outlay projects.
- Supports division staff's Information Technology (IT) needs.

Infrastructure Planning Unit

In accordance with Assembly Bill 1473, Chapter 606, Statutes of 1999, the Infrastructure Planning Unit develops annually a Five-Year Infrastructure Plan (Plan) in conjunction with the Governor's budget that identifies the Governor's capital outlay policies and funding priorities for each five-year period. In addition to this responsibility, the Infrastructure Planning Unit:

- Works with departmental management to establish multi-year priorities and identify facility deficiencies and capacity needs according to departmental objectives and programmatic standards, guidelines, and priorities.
- Defines data needs, develops assessment tools, directs and coordinates statewide studies, and evaluations to identify and prioritize infrastructure needs.
- Prepares the Plan and coordinates the inclusion of all capital outlay budget change proposals and capital outlay concept papers covering the five-year planning period.

Project Support Unit

Project Support is primarily responsible for managing the fiscal aspects as well as contract development and management in support of the Department's prison construction and capital outlay programs.

For the fiscal aspects, responsibilities include:

- Capital outlay budget preparation.
- Interim loan and bond fund management.
- Ongoing financial management of prison capital outlay projects.
- Legislative/Public Works Board Capital Outlay submittals.
- FMD support budget.
- Quarterly reports for the legislature, control agencies, and other interested parties on the status of authorized projects and development of other reports and materials as needed for special projects, presentations, or legislative hearings.

The contract responsibilities of the unit include:

- Audit and prepare payments of all prison construction related invoices.

- Participation in scope and fee negotiations with construction managers, architects, and engineers.
- Audit and approval of construction change orders reflecting additions or changes to construction contracts.
- Preparation of all prison construction related contract and amendment requests.
- Log and track contract related documents from receipt through audit and approval.

11010.21.1.2 Capital Outlay Section

The Capital Outlay Section is responsible for the Department's capital outlay and special repair programs and serves as a liaison with institutions on facility related issues. The section also has a lead role in working with the Department of Finance (DOF) and Legislative Analyst's Office on capital outlay issues.

The Section's responsibilities include:

- Major/minor capital outlay funding preparation and project Mmanagement.
- Special repair funding preparation and project management.
- Budget package preparation.
- Section 6.00 (Budget Act) and architecture/engineering reviews.
- Liaison with institutions on facility related issues.
- Design development.
- Public works board approval.
- Governor's budget submittal.
- Miscellaneous projects such as the DGS funded seismic retrofit projects in our facilities.

11010.21.1.3 Energy Management Section

The Energy Management Section's primary function is to make California's prisons as energy efficient as possible and procure the least costly energy available.

The Energy Management Section:

- Obtains financing and oversees design and construction activities for energy efficiency projects at the facilities.
- Monitors gas and electricity costs in order to take advantage of market conditions and regulatory changes in an effort to procure the best energy contracts.
- Monitors utility bills to ensure accuracy of invoices and maintains database of energy usage.
- Updates the peak load reduction plans annually to assist facility managers in determining and managing non-essential electrical loads in order to meet executive orders on energy efficiency.
- General support to facilities on utility issues.

11010.21.2 PDMB

The PDMB oversees the daily operations of design, construction, activation, contract closeout, and claims management for new State prisons and existing facilities repair/renovation projects. The Branch provides policy direction to diverse program areas of construction operations including site selection, project management, architectural/engineering services, construction management, contract solicitation/negotiation, quality assurance, and

claims management. Responsibilities include, but are not limited to, the following:

- Plan, design, and construct new facilities and renovate existing facilities.
- Develop design and construction proposals for capital outlay.
- Develop and administer design, construction, and project management and contract strategies, policies, and procedures.
- Develop joint powers agreements with local jurisdictions for on-site and off-site utilities.
- Negotiate scope and fees for construction and consultant contracts and interagency agreements.
- Negotiation, resolution of cost claims, and arbitration support to LAD.

11010.21.2.1 Project Management Section

The Project Management Section manages each of the project teams to control schedules, scope, and budgets of all new prison and existing facilities projects, and effective day-to-day design and construction operations.

11010.21.2.2 Project Services Section

The Project Services Section reviews the work of consulting architects, engineers, and inspectors under contract with CDC, in the preparation of plans, specifications, and cost estimates for construction bid packages of new and existing facility construction. It also oversees the on-site construction management team; administration of construction contracts; coordinates independent inspection of facilities; and intervenes, as necessary, to resolve field disputes.

11010.21.3 Day Labor and Professional Services Branch

The Day Labor and Professional Services Branch plans, organizes, and administers a statewide inmate work program that utilizes inmates, casual trade labor, and State staff in direct construction activities to complete major and minor capital outlay projects and significant repairs at all CDC institutions. In addition, it contains a professional architectural and engineering staff that provides a broad range of technical services for the Department and provides construction support for the direct construction and institution public works contract management activities.

Material and Technical Services Section

The Material and Technical Services Section provides a broad range of administrative services in support of the project construction activities undertaken by the IDL program. These services include the development, ordering, and processing of material and equipment orders, the development and management of consultant, construction, and service agreements, and the coordination of personnel, equipment, and oversight of this programs budget.

IDL

The IDL Section administers the statewide inmate direct construction program that combines trade union craft persons and inmates under State supervision to complete public works projects at various facilities. The IDL Program undertakes viable, labor-intensive construction projects that are funded through the capital outlay and special repair programs.

Architecture and Engineering Section

The Architecture and Engineering Section provides a broad range of technical services to the branch and existing facilities statewide. This section produces construction

documents and provides technical construction support for the IDL program and institutions to enable them to complete construction projects. In addition, this section provides assistance to existing facilities on technical problems requiring architectural and engineering services; coordinates technical requirements developed by consultants and other State agencies for improvement projects on existing facilities; and provides input into long-range capital improvement planning.

11010.21.4 SOMB

The SOMB provides direction and oversight to ensure the appropriate standards of security are applied to the design, construction, renovation, activation, and maintenance of the Department's facilities. Through project management, training, automation, and one-on-one support, the branch contributes to the Department's overall safety and security, and the efficient use of its resources.

Security Operations Unit (SOU)

The SOU is responsible for the development and maintenance of design standards that ensure cost-effective construction while maintaining public, staff and inmate safety. The SOU reviews major and minor capital outlay budget change proposals and Section 6.00 requests relating to facility/building renovations/modifications and when possible, ensures compliance with new prison construction standards. The unit is also responsible for the development of perimeter security systems including the design, activation and ongoing maintenance programs of electrified fences.

Facilities Maintenance Unit (FMU)

The FMU is responsible for the development, implementation, administration, support, and compliance reviews of the Standard Automated Preventive Maintenance System (SAPMS) and the maintenance program at all State facilities. The unit is also responsible for developing, administering, and updating the maintenance program section in DOM. The unit shall:

- Conduct on-site operational reviews to provide technical consultation and evaluate compliance with the SAPMS.
- Review and analyze the institutions' database for the inclusion of major systems (electrical, electrified fence, HVAC, personal alarms, water, wastewater, etc.) as defined, but not limited to the Functional Inventory Guide of the SAPMS.
- Provide contract management and oversight on the hardware/software maintenance contract and licensing agreements on the SAPMS equipment.
- Evaluate monthly corrective and preventive maintenance reports by facility.
- Compile information from the monthly reports as appropriate for the Regional Administrators and Deputy Director.
- Review requests from institutions to complete any in-house projects with the Program Support Unit for impact on the SAPMS.
- Coordinate, develop, and implement departmentwide studies of policy and regulations with regards to SAPMS.
- Review, analyze, and develop standard methodologies for facility management functions such as, but not limited to, a Standard Plant Operations Procedure Manual, Material & Safety Data Sheet Manuals, and Tool Control Procedures.

- Review, analyze, and provide recommendations for facility management in the areas of budgeting, staffing, and vacancies.
- Assess, analyze, and develop appropriate training programs as identified by institution staff.
- Assist ISD in the preparation of any feasibility study report as required by the DOF and DGS in maintaining the SAPMPS.
- Interact with HQs, ISD, Strategic Offender Management System (SOMS) project staff, Business Information System, vendors/contractors, Associate Wardens for Business Services, Correctional Plant Managers, and Preventive Maintenance System analysts.

Technology Management Unit (TMU)

The TMU shall be responsible for providing statewide coordination, implementation, and ongoing support for new "state-of-the-art" technology projects approved by the Technology Transfer Committee and the Director (Chapter 1, Article 3). TMU shall implement large-scale technology applications to respond to safety and security problems or to improve existing equipment to enhance institutional operations. TMU shall:

- Develop project plans and monitor progress of implementation.
- Develop and negotiate contracts to support the applied technology.
- Manage and coordinate the delivery, placement, and installation of the system/equipment.
- Provide ongoing support and provide maintenance for the life of the program.
- Report performance history to management and recommend needed improvements/modifications to the applied technology.
- Interact as the departmental liaison during and after project implementation with headquarters, institutions, control agencies, and the business community.
- Provide presentations on the effectiveness of the technology.

11010.21.5 Telecommunications Branch

The Telecommunications Branch has a role in all new institution construction, facility modification, and maintenance projects. As necessary, the branch designs, procures, maintains, and supports the institutions' telecommunications systems, the Inmate Security Telephone System, and radio communications in all State correctional institutions, correctional camps, and the CTC. The branch is responsible for managing funds for Department initiated telecommunications and radio projects, and maintaining project budgets.

11010.22 FSD

All fiscal services are under the direction of the Deputy Director, FSD.

11010.22.1 Accounting Management Branch

The Accounting Management Branch is responsible for maintaining CDC accounting policies, procedures, and systems; for managing the Inmate Welfare Fund (IWF) and Inmate Trust Fund centralized operations, oversight of institution IWF/Trust operations; and managing the headquarters accounting and capital outlay accounting operations.

Accounting Policies and Procedures Section

The Accounting Policies and Procedures Section is responsible for development and maintenance of CDC accounting policies and procedures. The section works with all CDC budget/accounting organizations, and control agencies, to establish consistent policies, standardized procedures and reporting structures, and effective financial management systems.

Capital Outlay Accounting Section

The Capital Outlay Accounting Section is responsible for capital outlay project accounting for CDC. Projects include new prison construction, major and minor capital improvements to existing prisons, and other projects administered by FMD and the IDL Program.

IWF/ Trust Accounting Section

The IWF/Trust Accounting Section is responsible for the centralized accounting and budget of the IWF and has functional oversight of the inmate canteen operations. The section is also responsible for centralized control accounting for Inmate Trust Funds and the functional oversight of institution trust accounting operations.

Headquarters Accounting Services Section (HASS)

The HASS performs accounting services for headquarters, P&CSD, CTC, and HCSD, prepares out-of-state travel blankets and coordinates all Board of Control claims.

Regional Accounting, Northern California Branch

The Regional Accounting, Northern California Branch manages four Regional Accounting Offices (RAOs) in the northern and central part of the State. Each RAO provides support accounting services for four or five institutions. Although the RAO performs a full range of accounting services, each institution retains full financial control over its budget.

Regional Accounting, Southern California Branch

The Regional Accounting, Southern California Branch manages four RAOs in southern and central California. Each RAO provides support accounting services for four or five institutions. Although the RAO performs a full range of accounting services, each institution retains full financial control over its budget.

11010.22.2 Budget Management Branch

The Budget Management Branch develops, implements, and controls the annual CDC budget which is submitted to the legislature by January 10. The branch also reviews all CDC BCPs, coordinates budgetary studies; and prepares special reports for control agencies. Additionally, this branch provides fiscal control for CDC operations; distributes budgeted funds for each division, parole program, and facility; reviews budget reports; performs policy cost analysis and labor relations fiscal analysis; and participates in labor relations negotiations.

11010.22.3 Fiscal Management and Standardization Branch

The Fiscal Management and Standardization Branch oversees the development of CDC's fiscal management policies and operational standardization; coordinates and provides training, guidance, and mentoring on fiscal issues; collects, reviews, and analyzes complex fiscal data to achieve sound fiscal management practices; and coordinates the departmental response to various internal and external fiscal audits.

11010.22.4 Business Information System Project

The Business Information System Project is the Department's commitment to automate, standardize, and streamline business practices through the implementation of an Enterprise Resource Planning (ERP) solution. An ERP is a prepackaged suite of software applications designed to allow the Department to efficiently manage the human resources, financial, procurement/contract, facilities, risk, and business management functions on a real-time basis.

11010.23 ISD

Under the direction of the Deputy Director, the mission of the ISD is to facilitate the accomplishment of departmental goals through automation by the design, development, ongoing operation, security and maintenance of information technology (IT) systems.

ISD develops and implements all new and existing CDC IT systems. ISD responsibilities include

- Installing computer hardware/software; providing customer access to CDC data.
- Assisting in the justification of new IT.
- Acting as consultants on the most complex technology issues.
- Ensuring that CDC complies with all oversight and procurement rules and regulations.
- Partnering with program areas to implement IT as a business solution where appropriate.
- Working with Information Security Officer to ensure the safety and integrity of all data and IT.
- Setting departmental standards for hardware and software.
- Providing support and direction to all departmental PC coordinators.

11010.23.1 Data Center

The Data Center provides technical services required to operate and maintain CDC computing resources. The objective of the Data Center is to maximize the availability, reliability, manageability, interoperability, and performance of CDC information systems. The Data Center is responsible for purchase and installation of computer hardware, maintaining system software, creating and maintaining CDC databases, managing system security, operating headquarters mainframe and mini-computers, and implementing and managing local-area and wide-area networks. The Data Center also provides 24 hour, 7 day-a-week, customer support including help desk services. The Data Center provides desktop support for headquarters' users and assists and coordinates activities with field staff.

Within the Data Center, the System Administration Unit (SAU) performs systems engineering and analysis to ensure that technologies employed in building CDC strategic systems operate effectively as an integrated whole. To provide a common data architecture for CDC systems, the SAU manages the creating and maintenance of a comprehensive, departmentwide data model upon which CDC strategic systems can be built. The SAU ensures that CDC information systems are built in a manner that allows integration of new technologies to support the mission and objectives of CDC. The SAU also ensures conformance to industry standards to allow CDC systems to share essential information internally within CDC and with external entities in a secure and error free manner. The SAU also supports information technology architecture planning, review, and decision making processes.

The Data Center provides the liaison function for the Department with the Teale Data Center and Hawkins Data Center.

11010.23.2 Applications Development and Maintenance Section (ADAMS)

The ADAMS is responsible for the development and support of quality, automated applications that meet the business needs of CDC. ADAMS serves CDC staff and other authorized entities by promoting the effective management of, and access to, CDC-related information. ADAMS is primarily responsible for the analysis, design, development, implementation, and maintenance of CDC information systems as well as providing customer training and ongoing application support.

Additionally, ADAMS provides assistance in the assessment of automation needs by working directly with the program areas in the development of new system requirements, Information Systems Budget Concept Statements, Feasibility Study Reports (FSRs), Special Project Reports (SPRs), Post-Implementation Evaluation Reports (PIERS), Information Technology Procurement Plans (ITPPs), procurement strategies (requests for proposals or alternative procurements), procurement evaluations, contract negotiations, contract initiation, and contract management.

11010.23.3 Parole Automation Section (PAS)

The PAS is responsible for the development and support of quality automated applications that meet the business needs of P&CSD. PAS serves P&CSD, other CDC staff and other authorized entities by promoting the effective management of, and access to, information on the parolee population throughout the State. PAS is primarily responsible for the analysis, design, development, implementation, and maintenance of all parolee related information systems as well as providing customer training and ongoing application support.

Additionally, PAS provides assistance in the assessment of automation needs by working directly with the P&CSD program area in the development of new system requirements, Information Systems Budget Concept Statements, FSRs, SPRs, PIERS, ITPPs, requests for proposals or alternative procurements, procurement evaluations, contract negotiations, contract initiation, and contract management.

11010.23.4 Project Management Office (PMO)

The PMO provides guidance and assistance to CDC staff starting new IT projects designed to solve problems and improve operations. This includes providing guidance in the development of project concept proposals, feasibility studies, and other documentation required to obtain approval of any IT project. PMO maintains CDC standards regarding the quality and format of FSR. These standards are consistent with statewide standards for FSRs. PMO reviews and approves FSRs to ensure they satisfy statewide and CDC standards and requirements. The PMO is the CDC liaison to the control agencies regarding project initiation matters. The PMO is responsible for tracking all approved projects and ensuring that all projects comply with State reporting requirements. Functional support, assistance, and direction are provided to the Information System Analysts on all system related issues by the Applications Systems Section. PMO is also responsible for coordinating and supporting the ongoing development of the CDC Strategic Information Systems Plan.

PMO provides functional support to the ongoing operations of the Information Technology Executive Committee (ITEC). PMO responsibilities include:

- Coordinating ITEC meeting agendas.
- Coordinating the review of proposed information systems and furnishing recommendations for ITEC review.
- Preparing periodic updates for the ITEC on CDC automation efforts.
- Developing, coordinating, and participating in presentations to the committee that address current IT issues.
- Coordinating the review of IT concepts to ensure compliance and consonance with CDC policies and the AIMS.
- Recording the actions and decisions of the ITEC for distribution to appropriate CDC staff.

PMO is responsible for administering and coordinating CDC Workgroup Computer Policy. The Workgroup Computing Coordinator (WCC) resides in PMO. The WCC responsibilities include:

- Ensuring that workgroup computing hardware and software requests comply with CDC and control agency policy requirements.
- Preparing the appropriate certification documents for workgroup computing procurements.
- Providing assistance in the completion of workgroup computing requests.
- Maintaining the CDC workgroup computing policy and modem policy as well as related equipment request forms for distribution to CDC staff.
- Overseeing the personal computer PIER process.
- Maintaining the CDC personal computer equipment inventory.
- Maintaining a record of all personal computer procurements, including those justified through the use of a FSR, CDC internal summary fact sheet, or the approved workgroup computing policy.

ITEC-Support Unit (SU) responsibilities include:

- Coordinating ITEC Committee meetings and disseminate information from these meetings.
- Coordinating review of proposed information systems.
- Preparing annual updates for the cabinet on all CDC automation efforts for the current year and strategic planning for the coming year.
- Developing, coordinating, and participating in presentations for the ITEC committee addressing current technical innovations.
- Coordinating the review of Information Systems concepts to ensure compliance and consonance with the budget cycle.

In its role as WCC, the ITEC-SU ensures that requests for microcomputer commodities comply with CDC and control agency policy requirements; prepares the appropriate procurement certification documents; provides assistance in the completion of workgroup computing equipment requests; maintains the CDC workgroup computing policy, modem policy, and related equipment request forms for distribution to CDC staff; and tracks CDC microcomputer commodity inventory.

11010.23.5 IT Planning Section

The IT Planning Section plans for the efficient and effective use of IT resources as required by the SAM. Specifically, SAM 4819.31 requires each State agency to:

- Establish and maintain an operational recovery plan, so that it will be able to protect its information assets in the event of a disaster or serious disruption to its operations, and annually certify to the DOF that its plan complies with SAM 4843-4845.
- Establish an ongoing information management strategic planning process to support the accomplishment of its overall business strategy (i.e., its strategy to carry out its programmatic mission) and submit its strategic plan to Department of Information Technology for approval. See SAM 4900.2.
- Adopt standards for an agency information technology infrastructure and ensure that new acquisitions or developments involving information technology are consistent with those standards. See SAM 4900.1.

These externally required planning functions are consolidated in the ISD IT Planning Section. Consolidating these IT planning functions removes barriers that would limit consistency and coherence in CDC IT planning and enables CDC to present a clear, consistent IT strategy to external oversight agencies.

11010.24 LAD

The primary functions of the LAD are managing all litigation involving the Department; providing legal advice to the Director and the staff of the Department; and representing the Department in administrative proceedings. The LAD is supervised by a Deputy Director and is divided into five separate units:

- The Correctional Law Unit serves as house counsel, providing legal opinions and advice to the management and staff of the CDC on inmate and parolee related issues. Attorneys in this unit monitor Habeas Corpus litigation and represent the Department in Keyhea cases throughout the State of California
- The Employment Law Unit manages, advises, and represents CDC in civil litigation and administrative proceedings related to employment and personnel issues. This unit also assists facilities with adverse actions, and advises on the development of policy regarding employment discrimination and harassment.
- The Government Law Unit provides assistance to CDC staff on legal issues related primarily to the business operations of the Department. The attorneys in this unit serve as counsel to the Department in the management of the business and administrative functions for the CDC.
- The Liability Response Unit manages active CDC litigation, with the exception of Habeas Corpus litigation and the major class action cases, and assesses liability and potential for settlement for the Department. The unit acts as liaison with the OAG, assisting with discovery involving Executive Staff and providing litigation support.
- The Major Litigation Unit manages and oversees the CDC's major class action cases and works with the OAG, assisting with discovery and continued monitoring of court orders that affect CDC.

The legal support staff renders administrative and logistical support for these five units.

11010.25 LLO

The LLO provides executive policy advice and assistance on all matters with legislative implications or impact on CDC. The Assistant Director performs the following:

- Coordinates the development of legislation, including drafting and preparation for YACA and the Governor's Office, and introduction in the Legislature.
- Identifies bills of CDC interest, provides analysis, and recommends CDC's position to YACA and the Governor's Office.
- Presents CDC's positions to legislators and provides direct advocacy through appearances before legislative committees.
- Coordinates the compilation and completion of Enrolled Bill Reports, in a timely manner, recommending to the Governor whether to sign or to veto enrolled legislation.
- Coordinates, and reviews responses to inquiries from State and federal legislators.
- With assistance from the Ombudsman's Office, coordinates the Senate Confirmation process for Wardens and the Director.

11010.26 PED

The PED supports and serves CDC headquarters and field operations by providing program audits and external audits of vendors, inmate appeal reviews, estimates and statistical information about inmates and parolees, research, and project coordination. The PED also oversees CDC information systems security, quality assurance for offender information systems, and the policy and regulatory development processes.

11010.26.1 Program and Fiscal Audits Branch (P&FAB)

The P&FAB exists to independently audit program contracts for compliance to terms and conditions of the contract and review, evaluate, and better assure that institutions, parole regions, and headquarters are operated in accordance with CDC standards, State and federal law, and court mandates.

Program Compliance Unit

The Program Compliance Unit is responsible for the evaluation of selected institution and parole operations to ensure that the evaluated institutions and parole operations are in accordance with CDC standards, State and federal law, and in compliance with court mandates.

Fiscal and Business Management Audits Unit (FBMAU)

The FBMAU conducts contract audits of profit and non-profit organizations that contract with the CDC. These contracts provide programs and services to the OCR, the OSAP, the P&CSD, and the HCSD. The FBMAU also evaluates cost data submitted by the individual local jurisdictions for the establishment of the daily jail rate in respect to reimbursement in accordance with the local assistance program, acts as the fiscal consultant for management within CDC, and conducts special audits as requested by the Directorate.

Correctional Business Internal Audits Unit

The Correctional Business Internal Audits Unit is responsible for evaluating the institutional business services operations which includes plant operations, materials management, personnel transactions, occupational health and safety,

environmental health and safety, food services, inmate trust accounting, procurement, and fire protection.

11010.26.2 Inmate Appeals Branch (IAB)

The IAB monitors the CDC process utilized by an inmate or parolee to appeal any CDC decision, action, condition, or policy which they can demonstrate has an adverse effect upon their welfare. The responsibilities of the IAB include:

- Providing a fair and objective review of inmate and parolee appeals, including requests for reasonable accommodation under the Americans with Disabilities Act, at the Director's level.
- Meeting with CDC administrators to review policy and procedure needs as revealed by inmate appeals.
- Conducting audits of the facility appeals units.

11010.26.3 Offender Information Services Branch (OISB)

The OISB has been designated as the primary provider of summary statistical information about CDC inmates and parolees. OISB responds to special requests; compiles statistical reports; prepares legislative estimates, and population projections; coordinates the timely, accurate, and consistent coding and entry of data; and performs data integrity control functions for the Offender Based Information System, classification, incident, and all other major current and proposed computerized inmate and parolee databases.

Estimates and Statistical Analysis Section

The Estimates and Statistical Analysis Section is the primary source for summary statistical information on inmates and parolees under the jurisdiction of CDC. The section ensures that CDC has accurate data and analyses on which to base program planning and direction; compiles and analyzes information for special projects, court cases, special task forces or programs; prepares periodical statistical reports about inmates and parolees used in budget planning, legislative responses, and audits; and prepares all CDC projections of future facility and parole populations, including inmate classification levels. The section also prepares estimates of the impact of proposed legislation, ballot initiatives, and administrative policy changes. In addition, the section reviews and approves CDC information to be disseminated to the public by CDC branches and divisions.

Information Quality Support Section (IQSS)

The IQSS in OISB is responsible for providing Quality Assurance (QA) oversight for major current, proposed, and future statewide offender information systems. QA procedures to be applied to these CDC information systems include continuous monitoring of the validity and currency of data, and developing appropriate procedures and solutions to correct inaccuracies or out-of-date data.

The IQSS does not directly implement most procedures and solutions. Rather, once a problem has been identified, IQSS provides the owners of the data with the tools and procedures aimed at eliminating the problem. After the owners of the data have implemented these tools and procedures, the IQSS provides ongoing review of the data to ensure its accuracy, currency, and completeness.

This section also conducts routine and special analyses to maintain accuracy and integrity of data; handles requests for changes and improvements in the data systems; and provides necessary training for facility OBIS operations.

11010.26.4 Research Branch (RB)

The RB objectively evaluates the Department's correctional programs with regard to their implementation and effectiveness in reducing the recidivism and return to custody rates and protecting public safety. The branch does this by conducting internal research projects evaluating the outcomes of Department programs, and by providing technical advice and oversight of research on Department programs conducted by external researchers under contract with CDC. The RB also reviews and coordinates the approval of all research projects proposed by outside researchers who desire to study socio-behavioral characteristics of CDC inmates and parolees as required by the PC. The chief of the branch serves as the chair for the Department Research Advisory Committee whose approval must be granted before socio-behavioral research can begin within the Department.

11010.26.5 Information Security Office

The Information Security Office is responsible for the overall security of CDC information systems. In accordance with GC 1171 and SAM 4840.2, the CDC has designated an Information Security Officer. The function is organizationally placed in this Division.

11010.26.6 RPMB

The RPMB facilitates the policy and regulatory development process for CDC by overseeing the revision, publication, and distribution of the Director's Rules and the DOM. RPMB seeks to provide policies and regulations that are clear, consistent, concise, and flexible enough to serve the multifaceted operations of CDC and assists the CDC division, office, and institution/facility staff in preparing policies that are consistent with applicable State laws and regulations. RPMB staff work with operating divisions to develop Administrative and Informational Bulletins, policy changes to the DOM, and regulations. Staff evaluate all proposals for potential conflicts with existing laws, regulations, policies, or collective bargaining agreements, and coordinate the printing and distribution of the Notices of Change to Director's Rules and the DOM (NCDRs, NCDOMs) to all interested parties.

Since all regulations must meet Administrative Procedure Act (APA) requirements, RPMB staff work with the Office of Administrative Law to file rule-making packages, issue public notices regarding changes published in the Secretary of State's Notice Register, and respond to petition requests made to CDC. Consistent with the APA mandates, staff schedule and hold public hearings regarding proposed regulation changes, coordinate the responses to public comments generated by proposed regulatory changes; and issue final NCDRs informing all concerned of the permanent adoption of regulations. RPMB also maintains an Internet Homepage that features all pending and recently adopted changes to the Director's Rules and DOM and an Intranet site that includes training materials explaining the regulation and policy development processes and all recent NCDRs and NCDOMs.

RPMB manages the development and revisions of CDC forms to ensure compliance with applicable laws, regulations, and policies; maintains and distributes the forms catalog, and acts as the forms liaison with other State agencies; and arranges for and coordinates the printing of CDC forms.

RPMB also maintains a Department policy library that consists of a reference collection and public records held in accordance with the APA. The library contains branch, topical, historic, and background files for past requests for determination, bulletins, and revisions to the DOM and Director's Rules.

11010.27 Revisions

The Deputy Director, ASD, or designee shall be responsible for ensuring that the contents of this article are kept current and accurate.

11010.28 References

PC §§ 1170, 2085.5, 2962, 3003, 3034, 3058.8, 5001, 5052, 5053, 5054, 5055, and 11155.

DOM §§ 11040, 22090, and 62110.

SEERA.

FLSA.

Public Records Act.

Information Practices Act.

Ralph C. Dills Act.

Prison Inmate Labor Initiative of 1990.

CCR (15) (3).

California Environmental Quality Act.